Leading Change at the AFFTC: Building Shared Vision

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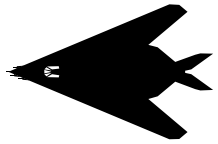
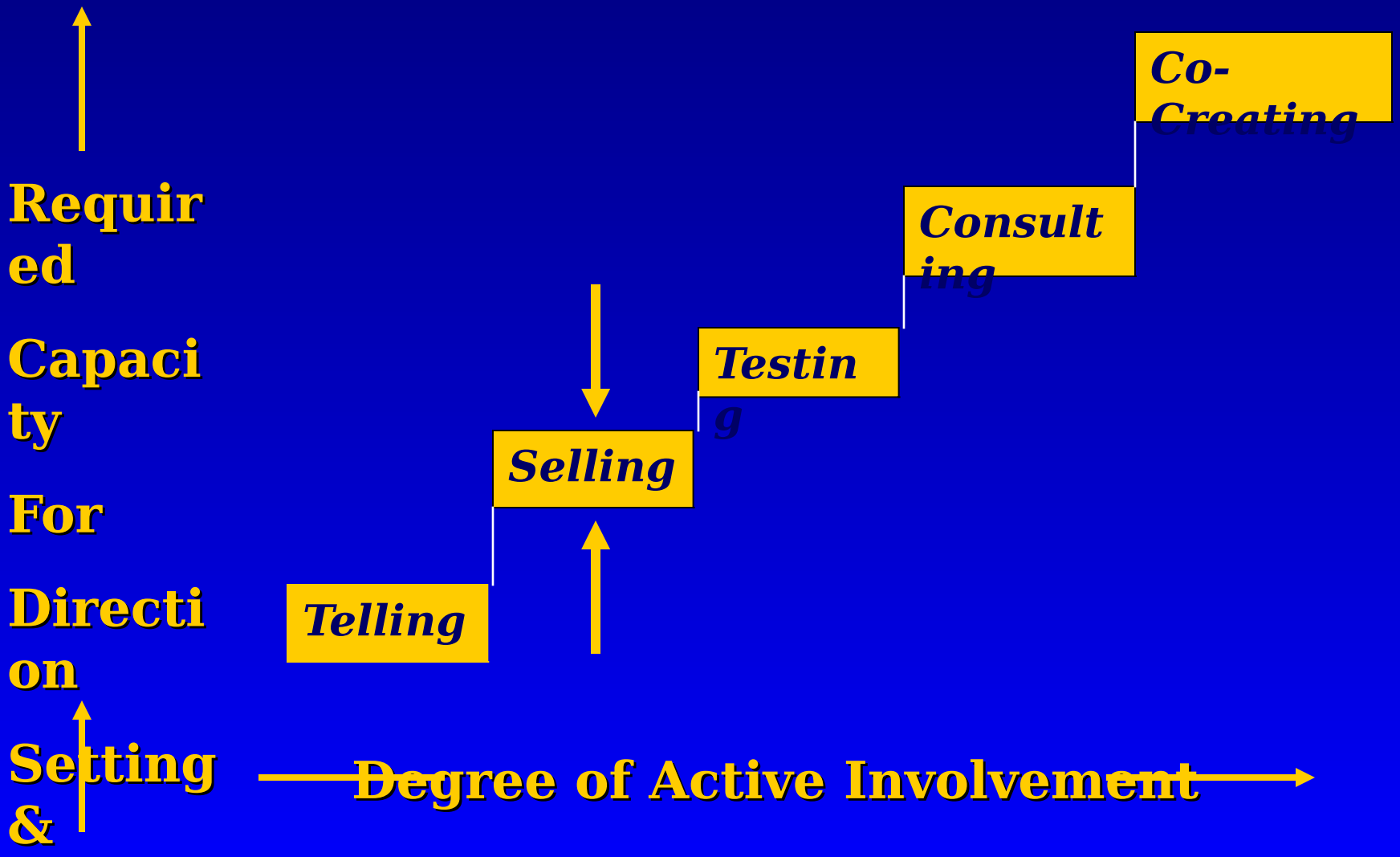
Building Shared Vision



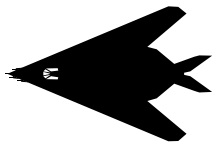
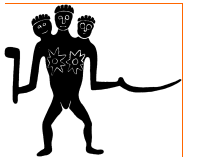
Last Time –
1st Stage of Building Shared Vision – “Telling”

This Time –
Stages 2 & 3 : “Selling” & “Testing”

5 Stages From Telling to Co-Creating



Stage 2 - The "Selling" Stage

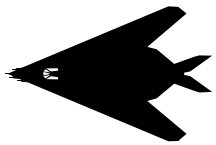



"This is the right answer & I believe in it, but we can only do it if you join me."

- **You Want Employees' Enthusiastic Support**

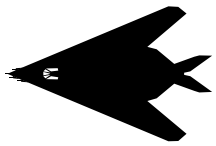
- **Employees May Respond *"I Can Go Along With That"***

Tips for Mastering “Selling”



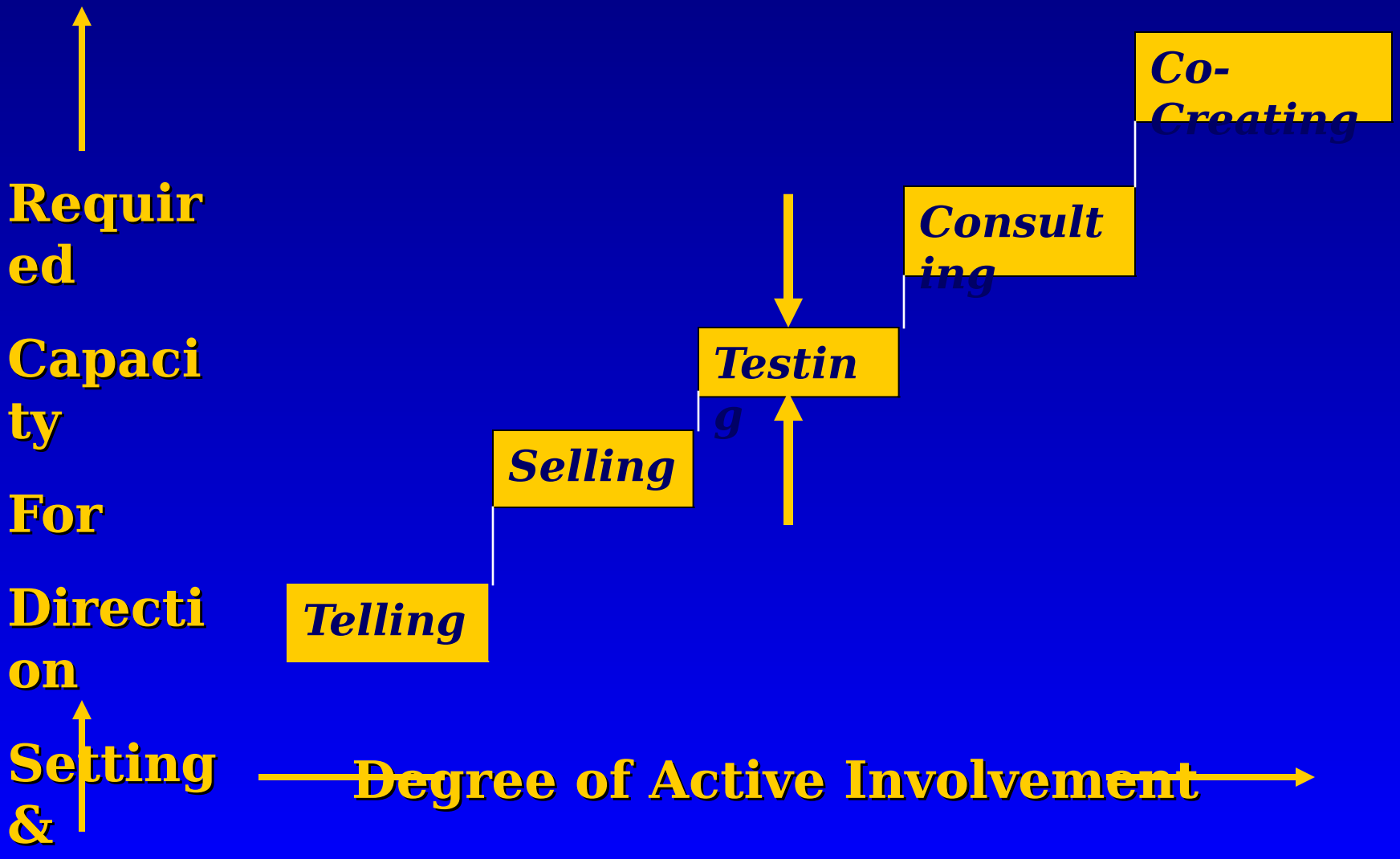
- Talk & Listen
- Support Enrollment, Not Manipulation
- Build On Your Relationships with Your Employees
- Focus on Benefits, Not Features
- Demonstrate Your Commitment to Your Vision

The Limits of “Selling”



You Want Commitment, But You Might Get Only Compliance

5 Stages From Telling to Co-Creating



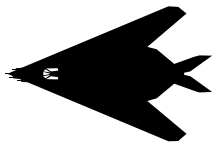
Stage 3 - The "Testing" Stage

"What Excites You About this Vision? What Doesn't?"

- **Describe Your Vision**
  - **Test For:**
    - **Support**
    - **Enthusiasm**
    - **What Aspects They Care About**

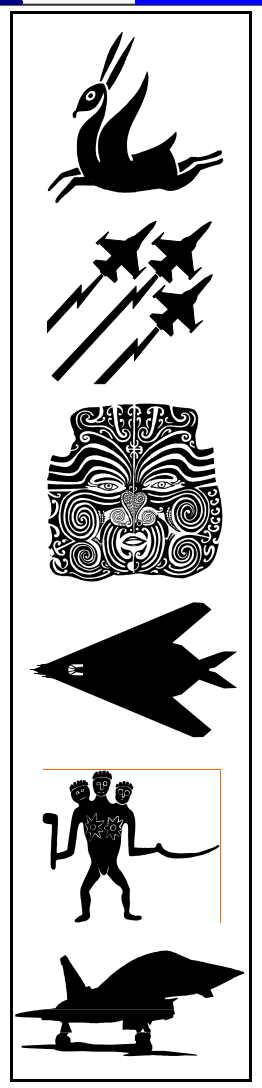
- **Use What You Learn to**

Tips for Mastering “Testing”



- Clarify Details, Particularly Difficulties
- Create Objective Test
- Protect Privacy
- Combine Surveys with Face Time
- Test for Capability, Utility & Motivation

The Limits of "Testing"



Be Sure to Elicit More than "Yes" or "No"

To Compensate for Limits of Test:

- **Consult with Your Employees**
  Ex. *"How Do You Feel About this Feedback Process?"*